

09/10

Scottish Area
Policing Plan



BRITISH
TRANSPORT
POLICE

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Foreword

Chief Constable Ian Johnston
Millie Banerjee, Chair, British Transport Police Authority

The 2009-10 policing plan has been developed by the British Transport Police Authority (BTPA) in close partnership with British Transport Police (BTP), together with passenger and industry stakeholders from the railway community.

BTP's mission continues to focus on working to build a safe railway environment that is free from the fear of crime. In its unique position as a commercially funded force, it remains sensitive to the rail operators' need for the network to run with minimal disruption.

One of the most recent, and welcome, developments in policing has been the simplification of national "top-down" performance targets set by the Government to concentrate on a single public confidence target. BTP has introduced its own bespoke policing pledge for the railway community aimed at improving service and enhancing public confidence. The pledge sets out the standards of service people can expect when dealing with BTP.

This plan has been developed to meet the demands of a changing environment; in particular, planning and construction for the 2012 Olympic and Paralympic Games, which is well under way.

The rail system is carrying record numbers of passengers who routinely rank personal security as a top priority in surveys. BTP's task is to work closely with the rail industry to reduce crime and disorder further so that passengers can continue to benefit from the successes achieved in making the railway a safer place. We will continue to promote initiatives, such as the Government sponsored Secure Stations Scheme, to improve the railway environment.

Recorded crime has dropped on the railways in each of the last four years, but BTP recognises the economic slowdown will impact all parts of life, including rail transport, and remains flexible to changes in crime and passenger levels that may occur. Delays caused by cable theft, vandalism and other incidents remain a severe test of the rail system's ability to deliver a reliable service, as well as a real threat to personal safety.

Despite the continued decrease in crime levels, the challenge of reducing the fear of crime remains. The presence of police officers and rail staff at railway stations plays an important part in this: BTP's *Frontlinefirst* programme is aimed at increasing the number of available frontline police officers, including additional Neighbourhood Policing Teams, to enhance that visible presence. *Frontlinefirst* will help us ensure we have the right people in the right place to provide reassurance to the public and rail staff.

BTPA is immensely proud of BTP's officers and the high standards they have achieved in ensuring the continued safety of the rail community. Our objective over the coming years will be to uphold that standard by recruiting and retaining the best police officers in the country. We look forward to working closely together with all our partners to continue to make the railways an even safer place.

Towards a safer railway...

Area foreword

Chief Superintendent Martyn Ripley OBE Scottish Area Commander

The Scottish Area of British Transport Police continues to play a vital role in maintaining the safety and security of Scotland's rail network. We police a travelling population of around 75 million passenger journeys a year, encompassing train and freight operating companies and the Glasgow Subway. The Area has 231 police officers, 17 special constables and 28 police staff based at 12 police offices across the country.

Last year saw a reduction in crime on Scotland's railways for the fifth consecutive year and we will continue to work closely with our partners to achieve a safe railway which is free from disruption and the fear of crime.

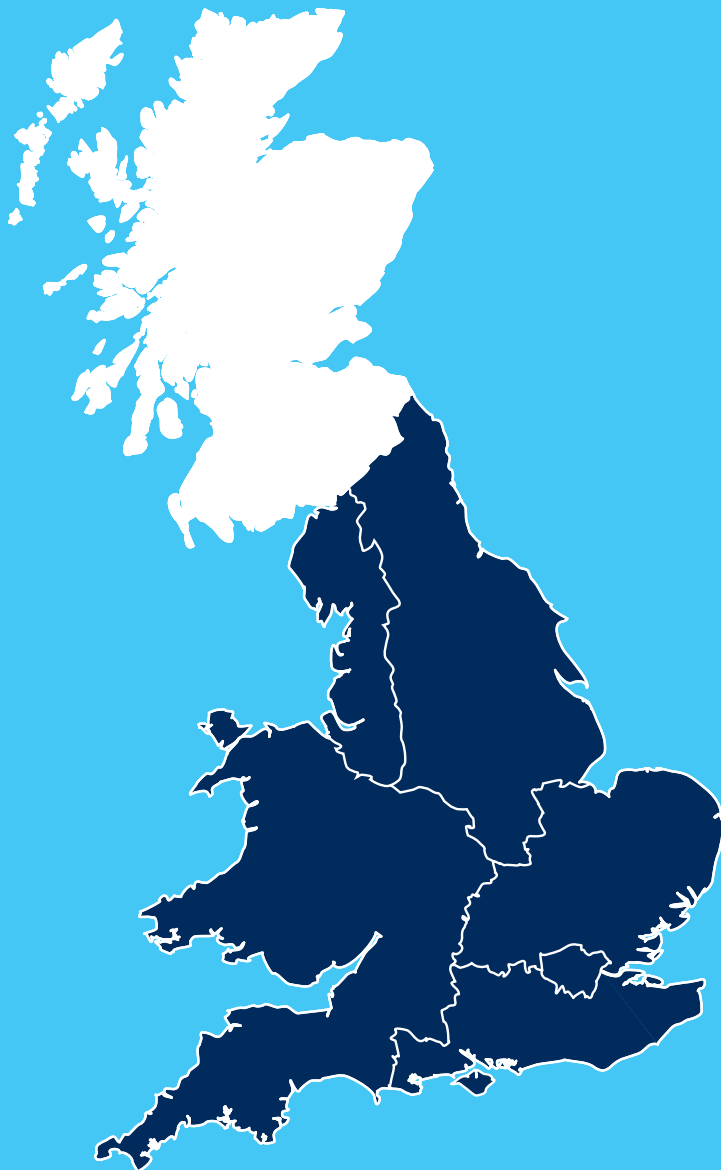
This coming year we will focus on solving local problems while continuing to contribute to the achievement of BTP's national targets.

The Scottish Area will adopt a more flexible approach to policing the rail network which will put the interests of passengers, rail staff and rail industry partners – Network Rail, First ScotRail, Transport Scotland, Strathclyde Partnership for Transport, National Express, Cross Country and Virgin Trains – at the core. Rather than fix targets at the start of the year, partners will be able to identify problems and priorities throughout the year and the Area will direct operational priorities to address them in a timely and responsive way. Local objectives will therefore more closely reflect the needs of our partners and their satisfaction and continuous feedback will be central to our new priority setting process.

We will also strive to address the concerns of the wider railway community and Neighbourhood Policing Teams will continue to be rolled out across Scotland including key routes between towns and cities. This year officers will be able to issue fixed penalty notices for a number of minor offences. This swifter alternative to reporting offenders to court will enable officers to spend more time patrolling Scotland's railway stations and trains.

This plan sets out our objectives for 2009-10. Partnership working, intelligence-led policing and ensuring resources are deployed to the right place at the right time will continue to ensure the safety and security of our railways.

Rather than fix targets at the start of the year, partners will be able to identify problems and priorities throughout the year.



Policing pledge

As the national, specialist policing service for the railways, we will:

Always treat you fairly with dignity and respect, ensuring you have fair access to our services at a time that is reasonable and suitable for you.

Respond to incidents that require a police presence in a manner that helps keep travel disruption to a minimum.

AnsWER emergency calls as soon as possible, giving you an estimated time of arrival and getting to you safely.

Allocate our resources to target local concerns and priorities through local monthly meetings with the railway industry and regular engagement with passengers and their representatives.

Agree annual local operational policing priorities with our partners and publish them within our Area policing plans.

Provide updates on local crime and policing issues through the monthly publication of crime maps, which will illustrate crime levels and trends at each station.

Where we have Neighbourhood Policing Teams, provide you with information so you know who your dedicated team is, where they are based, how to contact them and how to work with them. We will ensure that Neighbourhood Policing Teams and other police patrols are visible at times when they will be most effective and when you tell us you need them most. Teams will not be taken away from your neighbourhood business more than absolutely necessary. They will spend at least 80% of their time in your neighbourhood, tackling local priorities.

Make the railway safer by working with station operators to implement the Secure Stations Scheme.

Provide a quality service to victims of crime on the railway. If you are a victim of crime on the railway, we will keep you informed about the progress of your case by updating you at least on a monthly basis until the case is closed.

Deal with you in a polite, professional and efficient manner whenever you come into contact with us.

Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, we will discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

The standards within the pledge are supported by the detailed operational objectives outlined within this policing plan.

National targets

Reducing crime and disorder

Notifiable crime

BTP is committed to reducing crime and disorder on the railways. This is a challenging target for BTP following an 18% reduction in crime between 2004-05 and 2008-09. This target focuses on victim-related crime and excludes crimes such as possession of offensive weapons and possession of drugs, which would not normally be discovered other than by proactive police activity such as the use of knife arches and drugs dogs.

- **Reduce notifiable crime from 2008-09 level**

Notifiable detection rate

BTP has seen a significant increase in the overall notifiable detection rate from 25% in 2006-07 to 32% in 2008-09. This target will ensure that efforts are focused on further improving performance.

- **Detect at least 33% of notifiable offences**

Football disorder

BTP allocates significant policing resources to ensure the safe and orderly movement of football supporters across the rail network. This target complements BTP's commitment to eradicate hooliganism and anti-social behaviour from the railway network.

- **Increase offenders detected for football related offences by at least 7%**

Protecting the railway economy

Cable theft

Cable theft continues to be a priority for both BTP and the railway industry. Offenders can cause disruption for weeks, impacting on passengers and railway operations. Live cable offences are directly related to the price of copper on the world markets and BTP will disrupt, arrest and detect offenders engaged in this type of activity.

- **Reduce live cable theft offences by at least 2%**

Fatality management

BTP has a proven ability to deal effectively with fatalities and to strike a balance between respecting the dignity of the deceased, thoroughly investigating the fatality and keeping the railway running. This target excludes major incidents and those classified as unexplained, suspicious, road traffic accident and level crossing.

- **Conclude police activity which disrupts train movement within an average of 90 minutes from receiving a report of a fatal incident**

Increasing BTP's capacity and capability through improved efficiency and effectiveness

Efficiency

To deliver its objectives successfully, BTP will need to secure 2% year-on-year efficiency savings for reinvestment in order to meet growing demand. This target will be monitored and managed through the *Frontlinefirst* programme.

- **Achieve at least 2% efficiency savings**

Recruitment and progression

BTP is committed to recruiting and retaining people from different backgrounds to continue to develop a workforce that reflects the diversity of the UK population and travelling public. Recruitment of BME officers has improved year-on-year since 2006-07 to a total of 190 or 6.5% of the workforce and in the recent Home Office Statistical Bulletin BTP is ranked third out of all police forces in achieving overall representation of BME officers. The 2009-10 target represents an increase in the number of BME officers recruited from 17 in 2008-09 to 27 in 2009-10.

Recruitment of female officers proved challenging in 2008-09. Despite targeted recruitment efforts only 15% of all recruits were female. This year the aim is to recruit at least as many females to BTP (27), representing 13% of all planned recruitment activity.

Activities and outcomes for 2009-10 will be decided and monitored through monthly Achieving Policing Plan Targets meetings.

- **At least 9% of police officers promoted to be from a BME background**
- **At least 12% of police officers promoted to be female**
- **At least 13% of new police officer recruits, excluding transferees, to be from a BME background**
- **At least 13% of new police officer recruits, excluding transferees, to be female**

Absence management

BTP is committed to achieving a high level of attendance from police officers, police staff and PCSOs, as this is essential to the maintenance of an efficient and effective policing service. After a period of increased sickness absence in 2007-08, BTP achieved this target in 2008-09.

- **Achieve an average of less than eight days' sickness absence for BTP employees**

Providing a better service to passengers, rail staff and the rail industry

Quality of service

BTP aims to provide a high quality of service to all. This target measures the overall satisfaction of victims of crime with the service that BTP provides through the annual Victims of Crime Survey. BTP achieved an overall satisfaction level of 80% in 2008-09.

- **Achieve at least 80% overall victim satisfaction**

Contact management

BTP is committed to ensuring that anyone who makes contact, whether it's an emergency or not, gets the response they need. These targets will ensure BTP is able to effectively manage its new call handling centres and continue to deliver to the highest standards. BTP is currently achieving these targets, which are contained within the National Call Handling Standards.

- **At least 90% of emergency calls to be answered within 10 seconds**
- **At least 90% of non-emergency calls to be answered within 40 seconds**

Area targets

The Scottish Area has developed a problem solving based approach for its 2009-10 policing plan based on consultation with stakeholders. This plan is designed to enable stakeholders to identify problems and priorities throughout the year, and allow the Area to set targets and direct operational priorities in a more timely, flexible and responsive manner. It is aligned to the Scottish Policing Performance Framework, and is designed to improve both industry and passenger engagement and increase partnership working.

The Scottish Area has agreed with its stakeholders that a partnership approach to tackling and reducing crime works well in Scotland as demonstrated by programmes such as the Backtrack initiative which has been effective at reducing route crime on Area. Operationally, the Area has achieved considerable improvements in performance in recent years, including:

- 34% reduction in notifiable offences between 2004-05 and 2007-08, compared to a 14% reduction across the Force
- 28% reduction in violent offences compared to 5% across the Force
- 57% reduction in theft of passenger property, compared to 32% across the Force
- current detection rate of 67% for staff assaults – the second highest of any BTP Area

This policing plan model is designed to enable the Area to maintain the current level of performance and continue to build on these achievements with the aim of improving accountability by involving and engaging with partners and ensuring their feedback is central to the priority setting process. This will increase and improve partnership working and ensure the Area is responsive to changing policing demands and evolving priorities.

The Scottish Area's 2009-10 policing plan has three main areas of focus:

1. Ensure achievement of 2009-10 national policing plan targets

BTP's national policing plan outlines the Force's key policing priorities for the year ahead. The Scottish Area remains committed to achieving these targets and will be held accountable for performance against these targets.

2. Reduce anti-social behaviour offences

The Scottish Area recorded a 10% increase in anti-social behaviour (ASB) offences between 2005-06 and 2007-08. Anti-social behaviour has a disproportionate effect on those travelling and working on the railways and the Area is committed to reducing these offences.

This target will be a challenging one as the introduction of fixed penalty notices on the Area may lead to an increase in recorded crime for some ASB offences. In addition, the Area Commander is conscious of the need to avoid criminalising youths for very minor offences that do not warrant a criminal record, and will be encouraging his officers to use discretion in this regard.

3. Achieve 70% stakeholder satisfaction rate through agreed problem solving plans

The problem solving process will be central to achieving a more responsive and flexible policing service for the Area's stakeholders. The Area will develop, agree and implement problem solving plans in response to issues raised by stakeholders via the monthly Area Tactical Tasking and Coordination Group (ATTCG) meeting, this process is described in detail on page 9.

In addition, the Area will maintain a strong focus on priority crime, such as staff assaults, and detections throughout the year which will be reviewed at the monthly tactical meeting and will be supported by the existing tactical assessment. The chief inspector (operational performance) will manage day-to-day performance and will direct sector priorities to complement the activity agreed through the problem solving process.

The problem solving process

A wide range of stakeholders, including all train operating companies and relevant passenger representatives, will be invited to attend the monthly tactical tasking meeting to raise issues of concern. Feedback from other partners and stakeholders such as Passenger Focus, local forces, local authorities, MSPs, and TOC organised 'Meet the Manager' days will also be taken into consideration and will be managed by the community safety co-ordinator. In addition, the Area will be working to improve passenger involvement by trialling on-train passenger questionnaires in the coming months.

Stakeholders will be asked to notify the Area of problems or issues they wish to have addressed in advance of the meeting where possible, so crime analysis can be carried out and appropriate options developed for discussion and agreement at the meeting.

The Area has created a standard template for the problem solving plans to ensure each problem is clearly defined, evidenced and contains detailed crime analysis. The problem will then be discussed at the monthly meeting, actions agreed and, where possible, measurable targets set.

The agreed actions and targets will centre on the outcome desired by the stakeholder (eg. reduced staff assaults) to ensure that the focus stays on the problem rather than activity related to addressing the problem (eg. additional patrols). The problem solving plan will be updated with all actions, targets and timescales and will be signed off as agreed by both BTP and the stakeholder.

Measuring performance against the problem solving plan

Performance will be measured by the following:

1. A satisfaction target for stakeholders. This will measure whether the problem has been resolved to satisfaction and in the manner agreed.
2. Specific measurable targets will be set where possible. For example, a reduction in offences or an increase in detections will be set where appropriate.

Stakeholder satisfaction will be measured by responses to a short survey administered at the end of each problem solving plan about the Area's communication, follow up and collaboration throughout the plan and overall satisfaction with the process and the result. This feedback will be used to improve the Area's activity on future problem solving plans.

Performance on all problem solving plans will be reported monthly in the Force Management Information document and will include satisfaction rates and progress reports on each problem solving plan agreed. The Area Commander will be held to account via monthly Force Management Team performance meetings, and a detailed report will be included in the Chief Constable's report to the Strategy, Budget and Performance Monitoring Committee.

To quality assure each problem solving plan, an Area specific point of contact has been agreed who will be responsible for ensuring that the plans are completed correctly and to the required standard. This contact will also retain all relevant paperwork to ensure that an effective audit trail is in place on Area.

**British Transport Police
welcomes your feedback.
To send us a comment or
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